Briefing on WTD’s Capital Delivery Streamlining

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Compelling driver – Capital Project Needs
 Desired Outcome:

• Deliver projects more than 1 year faster
• Uncover 30% staff time availability
• Support culture of continuous improvement
Evolving Our Approach - utilizing lean philosophies for capital delivery streamlining

- Formed a staff team
- Identified all the major phases/steps of the capital delivery process
- Surveyed 150 employees
- Identified 6 areas of the delivery process to streamline
- Discussed at staff meetings
- Created implementation plan
Time to look to the future...

"An innovative and resilient clean water enterprise revolutionizing the recovery of valuable resources for sustainable communities."
Creating A Culture of Lean

• Engaging with and empowering employees and supervisors to identify and implement improvements.
• Implementation of visual management boards to easily track process.
• Management “process walks” to see work flow
• Plan-Do-Check-Adjust – flexible to continue to make improvements
Process Improvement events

Completed 5 events for capital streamlining:

• project initiation
• consultant procurement
• 60% engineering design
• alternative development
• property acquisition
What is a process improvement event?

- Map current state
- Identify waste, non-value added steps, redundancy
- Map future state
- Pilot
- Adjust
- Adopt
Project Initiation and Release

Improvements

- Defined process
- Clarity in who prepares charter
- Clarity in project objectives
- Clarity in boundaries and staff resources
- Clarity for expectations and timing for Gate 1

3-6 months

1 month
Design Consultant Procurement

Improvements

- Streamlined Evaluation phase
- Removed redundancies in evaluation criteria with clear built-in instructions and guidelines.
- Implemented consensus scoring, eliminating rework, and reduced overall lead time.
- Simplified scoring methodology
- Finishing scope of work phase
60% Engineering Review

Improvements
- Clear roles and responsibilities
- Defined tasks
- New guidance
- Changed method for collecting comments including:
  - Mini-meetings
  - Sharepoint site
Alternative Development and Selection

Improvements

• New streamlined process
• Use staff to front load criteria for consultants
• Increased clarity and focus on proposals
• Created standardized selection criteria

Orange sticky notes represent opportunities for change.
Property Acquisition

Improvements

• New process
• Clear and standard timelines
• New templates, letters and forms
• Improved Routing Packages
• Strategic (Early) Acquisition process
• Standardized work
• Clear visual tracking board
Incorporation Of Lean In The Day To Day Work At WTD

- Visual management boards
- Metrics
- Process walks
- A3 and root cause analysis
- Standard operating procedures
What is next?

- Two more large process improvement events being planned
  - Design Document Development
  - Permitting
- Pilot, Check and Adjust
- Stitch together new delivery process
- Continue cultural enablers
  - Sustain the Gain
  - Capital delivery team building
  - Practicing process walks
  - Developing lean champions and leaders
What is important to MWPAAC in the capital delivery process?

What additional information do you want to have on this effort?

As we progress we want to have more conversations with MWPAAC on capital delivery streamline efforts.